

Revised 11.08.07

California Community Readiness Plan for Disaster 2008-2010

CaliforniaVolunteers

Office of the Governor, 2007

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INTRODUCTION

California is the most seismically active state in the nation. Earthquakes represent an enormous threat to the people of the state of California. Other threats to California households include floods, fire, terrorism, and pandemics. In 1994, our state experienced one of the most costly natural disasters ever to strike in the United States, the Northridge Earthquake. It is inevitable that more damaging disaster events will occur in California, especially given the increasing population densities and development pressures in urban areas.

Damage from disasters can be greatly reduced or managed. When disaster strikes, emergency, telephone, gas, electricity, and water services may be disrupted for days. Roads could be blocked and stores and gas stations closed. Being aware of the dangers and consequences of an event, and the best ways in which to lessen their impact, is the core of disaster readiness.

Purpose for this *Plan*

This *California Community Readiness Plan for Disaster 2008-2010* (generally referred to as the *Plan* in the remainder of this document) is a roadmap for improving the readiness of Californians for such disaster events as earthquakes, floods, fire, pandemics, and terrorism. The purpose for this *Plan* is to engender greater and sufficient collaboration and coordination among government agencies, non-governmental organizations (NGOs), business, community groups, disability service organizations, faith-based organizations, academic institutions, households, and others, to improve readiness, reduce disaster-related losses, and expedite recovery from all hazards in the state.

The focus of this three-year plan is on behavior change communication¹ and social mobilization² initiatives that encourage the populations of California to take readiness actions prior to the next hazardous event. This *Plan* uses the proactive term “readiness” to indicate being prepared to act in the event of a disaster, and centers on providing individuals with the information necessary to take personal responsibility for their actions, reactions, and survival. For the purposes of this document, “readiness” includes both preparedness and mitigation.

This *Plan* is intended to be a “living” document, reviewed and revised as new research, best practices, and successful programs are identified in California, and throughout the United States. An Executive Council, and a Work Group for

¹ Behavior change communication is an interactive process with communities to develop tailored messages and approaches using multiple communication channels to increase knowledge, improve attitudes, develop positive behaviors, promote and sustain individual, community and societal behavior change, and maintain appropriate behaviors.

² Social mobilization is a participatory approach to planned actions that engage all relevant segments of society (national to community level, and public, private, and social sectors) to create an enabling environment and effect positive behavior and social change.

each goal, will be established to oversee the implementation and coordination of this *Plan*.

Plan Design

This *Plan* sets the goals, defines the objectives, identifies priority audiences, and suggests activities for achieving the objectives to improve the safety of people living in California. Indicators for success are suggested for each of the objectives.

Each goal in this *Plan* is associated with measurable objectives, although most objectives do not have target numbers because baseline data were not available. Baseline evaluations are suggested as activities for objectives that have no current baseline measure.

The objectives are followed by suggested activities that will ultimately lead to achieving the goal(s). These activities are offered as a menu from which organizations can select action items that suit their mandate. There are four categories of activities: (1) Research, monitoring, and evaluation activities, that contribute to the development, implementation, and outcome assessment for readiness interventions, (2) communication activities, which focus on diffusing information and educating California populations about disaster readiness, in ways that bring about increased household readiness actions.

(3) social mobilization activities, which suggest linkages and coordination between mass media communication activities and community-based action, via partnerships with the private sector, NGOs, government agencies, and other entities,

and (4) advocacy activities, that aim to secure funding for programs to achieve specific objectives, and/or to advocate to decision- and policy- makers to develop and implement policies that enhance disaster readiness programs.

Improving disaster readiness does not end with the development of this *Plan*. The operational details for implementing this *Plan* will need to be determined by the relevant agencies, organizations, and institutions that will conduct programs and activities to achieve the goals and objectives. This *Plan* includes a section that recommends steps for implementing the *Plan*.

The final section of this *Plan* specifies the need for an evaluation of the *Plan* in order to assess the goals, objectives, activities, and implementation. The results of this assessment can be used to develop subsequent disaster readiness plans for the state of California.

This *Plan* is designed to be user-friendly, and as such, presents key information in a matrix format. The matrix displays the objective, its associated activities, the

timeframe for the activity, and the primary and supporting partner(s).³ The indicators of success are listed under each matrix.

The State of California has the opportunity to build on its successes in disaster readiness by fostering communication and capacity building initiatives that will contribute to reducing loss and damages from hazardous events. This *Plan* for disaster readiness provides a roadmap toward these future achievements.

How to Use this *Plan*

The present *Plan* identifies priority goals in disaster community readiness for the state of California, and recommends approaches to achieving these goals. This *Plan* is a call-to-action for all California-based entities that support disaster readiness. We hope you will use this *Plan* to:

- Identify gaps in disaster readiness that your organization can address
- Plan goals and objectives for disaster readiness interventions
- Determine funding priorities
- Guide program development
- Identify partners for specific disaster readiness interventions
- Develop funding applications

Organizations should review the goals, objectives, and activities in the present *Plan* to determine how their initiatives may be coordinated with the efforts of other partners in order to avoid program duplication and encourage collaboration and efficient resource management. The lists of activities are not comprehensive; your organization may identify other steps for achieving specific objectives. It is important to read through all of the activities for each goal in order to understand how the communication, mobilization, and advocacy activities will work together to achieve the specific objectives. The indicators of success can be used to assess progress toward achieving each objective. The ultimate goal is to create a disaster-ready California.

³ Primary partners are individuals or organizations that have ultimate responsibility for implementing and completing an activity. Supporting partners are individuals or organizations that assist the primary partners in implementing the activity.

Mission Statement

To provide Californians with the information necessary to take actions to reduce loss and expedite recovery from a disaster, including earthquake, flood, fire, pandemic, and terrorism.

Overview of Goals and Objectives

The three priority goals, and their associated objectives, for this three-year *Plan* are:

Goal 1: To increase public awareness and actions to reduce personal losses and increase readiness in California.

- Objective 1.1: Increase the number of Californians who understand the risks for disasters in California, by 2010.
- Objective 1.2: Increase the number of Californians who believe that disaster readiness requires both personal and shared/community responsibility, by 2010.
- Objective 1.3: Increase the number of Californians who know at least three actions they can take to be ready in the event of a disaster, by 2010.
- Objective 1.4: Increase the number of Californians who adopt disaster readiness actions (e.g., assemble a readiness kit, establish a family emergency plan, create a neighbor plan, conduct practice drills, store important documents in a fireproof safe), by 2010.
- Objective 1.5 Establish Goal 1 Work Group that represents the diverse and unique needs of California to facilitate coordination of disaster readiness interventions in California, by 2008.

Goal 2: To build capacity among California communities to respond during a disaster.

- Objective 2.1: Increase the number of community partners that have the capacity to manage disaster events, by 2010.
- Objective 2.2: Increase the number of community partners that have the skills needed to motivate community members to take action toward disaster readiness, by 2010.
- Objective 2.3: Build/strengthen partnerships with public and private community-based organizations that have access to a broad range of population groups, by 2010.
- Objective 2.4: Increase support for community capacity building for California communities, by 2010.
- Objective 2.5 Establish Goal 2 Work Group that represents the diverse and unique needs of California to facilitate coordination of disaster readiness interventions in California, by 2008.

Goal 3: To increase interagency coordination among public and private entities in California that serve vulnerable populations* during a disaster event.

Objective 3.1: Establish Goal 3 Work Group that represents the diverse and unique needs of California to facilitate coordination of disaster readiness interventions in California, by 2008.

Objective 3.2: Develop a Web-based resource database by 2009.

Activities, Timeframe, Partners, and Indicators of Success

Goal 1: To increase public awareness and actions to reduce personal losses and increase readiness in California.

A key to a successful disaster readiness program is awareness among the population of the risks and readiness actions that can be taken to minimize loss and damages following an event. The purpose would be to coordinate and orchestrate individual public education and information campaigns in ways (using what research has documented as effective) that enhance their effectiveness for producing household preparedness and mitigation actions. The key activities for achieving this goal include (1) formative (baseline) research, (2) developing and implementing a multi-media behavior change communication campaign,⁴ (3) developing and implementing school-based activities, (4) developing and implementing social mobilization/community-based activities, and (5) designing and implementing monitoring and evaluation systems to measure the progress and impact of these activities (Matrix 1), (6) and establishing Goal 1 Work Group to oversee and coordinate the outlined in this goal.

Formative (Baseline) Research

Formative research is conducted prior to the development of a campaign to understand and define the intended audience(s), and to design tailored messages for those audiences. Formative research drives the content, tone, and implementation of a campaign. This type of research draws on reviews of existing and new research, direct research with various audience groups, expert consultants, needs and interests of local, state, and national organizations, and reviews of previous or ongoing campaigns.

Both quantitative (e.g., population-based household surveys) and qualitative (e.g., focus group discussions, in-depth interviews) research methods should be used to collect background information about the audience(s) and to establish baseline knowledge, attitudes, perceptions, and behaviors about disaster

* to be defined by Goal Work Group

⁴ A campaign is defined as an approach that is (1) purposive, i.e., it seeks to influence individuals, (2) aimed at a large audience (or multiple audiences), (3) has a defined time limit, and (4) involves an organized set of communication activities (Backer & Rogers, 1993).

readiness among Californians. The baseline survey provides a general profile of the population of intervention with regard to key indicators. Uncertainty and subjectivity in the determination of priorities and objectives are reduced by the survey data. Some of the key research topics should include: Sources of information about disaster readiness, concerns about the risks for a damaging earthquake, flood, fire, pandemic, or terrorist attack, level of readiness, ownership of disaster readiness items (e.g., flashlight, battery-operated radio, water, etc.), barriers to readiness, and responsibility for disaster readiness (e.g., fire department, police department, personal, etc.).

If a spokesperson is being considered to deliver the campaign messages, the baseline research should inform the most effective dimensions of the message in terms of all the factors important to consider to maximize its effectiveness for bringing about household mitigate and preparedness actions. These factors should include the most effective source/spokesperson(s) for the message, and other factors demonstrated by prior scientific research.

Some areas of California may have recently conducted baseline surveys with regard to disaster readiness. It will be important to review the results from those surveys and avoid duplication of efforts.

Multi-Media Behavior Change Communication Campaign

The multi-media behavior change communication campaign (BCCC) should (1) revolve around a unifying theme (or themes), slogan, and call-to-action, (2) use the entertainment-education approach, and (3) have a designated team to oversee the coordination of communication efforts at multiple levels. Possible audiences for this campaign include: Households, mothers, the disability community, businesses, faith-based organizations, community-based organizations, and civic groups. The intended audiences, campaign messages, media channels, and mobilization activities will be finalized following analysis of the formative/baseline research.

The steps to the campaign development process should include:

1. Develop a *Strategic Design* that specifies SMART⁵ objectives and program positioning (i.e., presenting a clear benefit to the audience individual).
2. Develop and pretest message concepts in the form of preliminary illustrations, key words, theme lines, or storyboards that reflect the overall *Strategic Design*. Findings from the formative research will guide the message development process. Messages should be clear and simple, offer benefits for disaster readiness, and promote practical readiness behaviors (call-to-action). It is important to consider that disaster readiness campaign messages will be competing with commercial messages for audience attention; the development process for creating

⁵ A SMART objective is one that is Specific, Measurable, Achievable, Realistic, and Time-bound.

campaign messages and materials should include careful pretesting of all messages and materials with representative samples of the intended audience(s) to ensure audience-appropriateness and appeal.

3. Select media channels and activities. The media channels and activities should be selected based on information gathered in the baseline research (e.g., in response to such questions as “Where, or from whom, do you get your information about earthquakes?” or “Who or what is your most trusted source for information about pandemics?”). Based on formative research findings, a spokesperson may be selected to deliver the campaign messages.⁶
4. Develop an implementation plan and budget that specifies production and materials dissemination schedules, timing of various activities, and associated costs.
5. Plan for the monitoring of campaign activities. A good public relations (PR) or advertising firm can develop, manage, and implement the campaign. Most PR or advertising firms will conduct basic monitoring and impact assessments of mass media activities that will allow for rapid assessment and amelioration of problems. Monitoring involves (1) checking production, performance, volume, and distribution of all outputs, (2) adherence to output and schedules, and (3) rapid assessment of audience reactions to messages and activities.
6. Plan for the evaluation of campaign impacts. Impact evaluation shows whether a campaign met its objectives (specified in the *Strategic Design*) to change knowledge, perceptions, attitudes, and/or behaviors of the intended audiences. The evaluation plan should be decided at the beginning of the campaign development process. A good research team or organization can conduct in-depth evaluations related to the behavior change specified in the *Plan* objectives. Findings from the impact evaluation can guide campaign improvements and cost-effective funding allocations for future campaigns.

The proposed campaign should consider tie-ins with Ready.gov⁷ and other California-centered readiness interventions.

School-Based Activities

Safe schools contribute to safe communities. The proposed school-based activities are intended to proactively educate California students on the threat of

⁶ Given that California is the heart of the entertainment industry, it may be helpful to develop relationships with Hollywood lobbying organizations that can assist with getting disaster readiness messages into television scripts and other entertainment media.

⁷ Ready.gov is the Department of Homeland Security's Web-based campaign to prepare, plan, and stay informed in the event of an emergency.

disasters, how to physically and emotionally prepare, how they and their families should respond, and how their community will respond to support them. Activities should be tailored for various age-groups and ethnic groups, and pilot tested in a selected sample of schools. The events should be replicable and sustainable by the school personnel. Existing school-based programs should be explored for potential partnering and support.

Social Mobilization/Community-Based Activities

Campaign messages can be amplified through social mobilization. It is important to initiate and support community-based linkages to the campaign. Community leaders, for example those involved with civic groups, faith-based organizations, disability service organizations, and health agencies are in a unique position to help disseminate critical information about disaster readiness throughout California communities. Community leaders and community-based organizations should be identified and informed about the campaign prior to launch. Media materials (e.g., booklets, stickers, fliers, games, and store-aisle displays) that reinforce the campaign messages (i.e., indirect marketing) can be disseminated to community-based partners and/or community opinion leaders (identified through baseline research), that can, in turn, be distributed to community-members via fixed locales (e.g., stores, workplaces, community centers, places of worship), and at various organized outreach events.

Monitoring and Evaluation

Monitoring is the on-going process by which information is gathered concerning the implementation and evolution of an intervention. Monitoring should take place at, and be integrated into, all stages of each activity. Multiple methods can be used for monitoring, including review of reports, invoices, and media schedules, on-site visits, rapid audience assessments, mapping activities, etc. The methods should be decided by the research agency/organization hired to conduct monitoring activities, and should be responsive to the indicators of success and budget constraints.

An impact evaluation should be conducted to measure the effects of the campaign and social mobilization activities with regard to the *Plan* objectives. Ideally, these evaluations should be both quantitative (e.g., representative surveys), and qualitative (e.g., focus group discussions). Using a mix of both quantitative and qualitative methods will provide a more complete picture of program effects.

It is important that the evaluation plan for program activities be developed prior to the implementation of the activities. The research designs and methodologies should be as rigorous as possible in the given context. Pre- and post-test assessments of interventions will provide data about progress toward achieving the strategic objectives. Such evaluations will contribute to the knowledge base about disaster readiness, and allow for the further development of evidence-

based programs. Findings from these evaluation activities should be disseminated among relevant stakeholders/partners in a timely manner.

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Matrix 1. Activities, Timeframe and Partners for Objectives under Goal 1.

OBJECTIVE(S)	ACTIVITY	TIMEFRAME	PRIMARY PARTNERS	SUPPORT PARTNERS
1.1, 1.2, 1.3, 1.4	Conduct a baseline (quantitative and qualitative) assessment of current knowledge, perceptions, beliefs, attitudes, intentions, and behaviors regarding disaster readiness among Californians	2008: 1 st 4 months		
	Identify a PR/marketing firm to develop a behavior change communication campaign using appropriate, tailored communication materials and channels (e.g., TV and radio spots, print ads for school buses/billboards, point-of-sale materials, aisle displays, Web-based viral marketing strategies) to promote disaster readiness among identified populations in California	2008: 3 months (draft an RFP, review proposals, select agency)		
	Identify a role model(s) or spokesperson(s) for disaster readiness and use the selected spokesperson in the communication materials developed by the marketing/PR firm to encourage positive attitudes toward disaster readiness	2008: Based on findings from formative research		
	Implement behavior change communication campaign	2008 – 2010		
	Conduct school-based baseline research to determine current perceptions of risk, responsibility, knowledge and behaviors with regard to disaster readiness	2008: 1 st 4 months		
	Explore partnerships and develop school-based activities that encourage positive attitudes toward disaster readiness (e.g., contests/science fairs, entertainment-education ⁸ /dramatizations, spokesperson events, etc.)	2008: 6 months (develop activities, obtain consent/MOUs with schools)		
	Implement school-based activities	2008 – 2010		

⁸ Entertainment-education is an approach to education whereby social messages are purposively incorporated in such entertainment formats as plays, puppet theater, television dramas/comedies, movies, music videos, etc.) with the intention of increasing audience member's knowledge about an educational issue, engendering favorable attitudes, and changing behavior. The entertainment-education strategy is also referred to as enter-educate, edutainment, and infotainment.

	Develop community-based outreach activities to amplify campaign messages and promote personal and shared responsibility for disaster readiness (e.g., health fairs, sporting events, local forums)	2008: 4 months (develop activities, schedule, and other logistics)		
	Implement community-based outreach activities	2008 – 2010		
	Conduct monitoring and evaluation of campaign, school-based and community-based activities	2008 – 2010		
	Establish Goal 1 Work Group	2008: 2 months (including meeting(s) to develop mission, guidelines, activities, timeline)		

Indicators of Success:

- Report on baseline assessment
- Identification and engagement of a marketing/PR firm
- Development of communication materials
- Identification of a role model(s) or spokesperson(s) for the marketing/PR communication materials
- Implementation of campaign activities
- Development of school-based activities
- Implementation of the school-based activities
- Development of community-based outreach activities
- Implementation of community-based outreach activities
- Increase in the number of Californians who understand the risks for a damaging disaster in California
- Increase in the number of Californians who believe that disaster readiness requires both personal and shared/community responsibility
- Increase in the number of Californians who know at least three actions they can take to be ready in the event of an disaster
- Increase in the number of Californians who adopt disaster readiness actions
- Establishment of the Goal 1 Work Group
- Quarterly meetings of the Goal 1 Work Group

Goal 2: To build capacity among California communities to respond during a disaster.

The focus of Goal 2 is on building and sustaining local capacity to manage disaster events. Disaster readiness experts can work with public and private community-based partners (e.g., retailers, First Responders, local relief agencies, civic groups, disability service organizations, faith-based organizations, manufacturers, elected officials, non-profit organizations, clubs/interest groups, and academic institutions) to develop effective disaster response and management skills. Once empowered, the local organizations and institutions can undertake disaster readiness community engagement projects that encourage knowledge building and information sharing among community members, and the development of community response plans.

The primary activities for this goal include (1) conducting an inventory of community organizations that support disaster readiness, (2) conducting a baseline assessment of the capacity to handle a surge on services during a disaster (i.e., continuity of operations), (3) developing and implementing disaster readiness and management training curricula (including evaluation of the curricula), (4) developing and maintaining a Web-based support system for information-sharing among community-based organizations/institutions, and (5) organizing special events for sharing disaster readiness and management experiences/activities to build local capacity (Matrix 2) and (6) establishing Goal 2 Work Group to oversee and coordinate activities outlined in this goal,.

Inventory of Community Organizations

Community-based organizations/institutions (both public and private) that are involved in, or are interested in, disaster readiness and management should be identified, and a current and sustainable (e.g., Web-based) inventory created.

Baseline Assessment of Disaster Management Capacity

A checklist can be used to determine the knowledge and capacity of specific community-based organizations/institutions about disaster readiness and management. Qualitative research can be used to understand the barriers or challenges to developing effective disaster response and management plans.

Training Curricula

Training curricula will be developed based on findings from the baseline assessment of disaster capacity management. Training curricula modules may include (1) risk assessment and vulnerability at the community level, (2) developing community readiness and response plans, (3) managing special populations (e.g., disabled, elderly), (4) organizing community volunteer and response teams, and (5) communication skills for disseminating information to community members.

Web-Based Support System

An Internet Website or portal can be created as (1) an easily accessible information portal about disaster readiness and management, and (2) a forum for exchanging information (e.g., technical information, journal articles, plans, available resources, and opportunities for partnering) and experiences about disaster readiness, response, and management at the community level.

Special Events

Such special face-to-face event as experience-sharing workshops, search-and-rescue demonstrations, and evacuation route drills, can be organized to give members of community-based organization institutions an opportunity to exchange information, ideas, and experiences about disaster readiness and management.

Goal 2 Work Group

Goal 2 Work Group should represent both public and private agencies involved in disaster readiness in California. The Goal 2 Work Group will be responsible for overseeing and coordinating the activities outlined in this goal.

Matrix 2. Activities, Timeframe and Partners for Objectives under Goal 2.

OBJECTIVE(S)	ACTIVITY	TIMEFRAME	PRIMARY PARTNERS	SUPPORT PARTNERS
2.1 and 2.2	Identify and inventory community-based organizations that support disaster readiness programs/activities	2008: 3 months		
	Conduct a baseline assessment of the disaster readiness capacity, knowledge, skills, and infrastructure in the identified community-based organizations	2008: 4 months		
	Develop tailored training curricula (specific modules can be developed for organizations that cater to such populations as the disabled, the elderly, retailers, etc.) to develop disaster response and management skills	2008: 4 months (including pretesting)		
	Conduct trainings with community-based organizations	2009-2010		
2.3	Develop and maintain Web-based support system (e.g., listserves, blogs) that can be used by the community-based organizations to share information about their disaster readiness programs, management plans, and services	2009: 2 months		
	Organize and conduct special events for sharing disaster readiness program experiences/activities at state and local levels	2009 – 2010		
2.4	Identify/inventory current public and private funding sources for disaster readiness at the community level	2008		
	Develop partnerships with foundations, or establish a foundation, to support disaster readiness activities at the community level	2008 – 2009		
	Develop long-term public and private support (e.g., lotteries, specialty license plates, driver's license fees, incentives) for community-level disaster readiness activities	2009 – 2010		

	Establish Goal 2 Work Group	2008: 2 months (including meeting(s) to develop mission, guidelines, activities, timeline)		
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Indicators of Success:

- An inventory of community organizations
- Report on baselines assessment
- Development of training curricula
- Implementation of training curricula
- Development and maintenance of a Web-based support system for community-based disaster readiness programs/activities
- Conducting special events/representation at special events by community organizations implementing disaster readiness programs/activities
- Inventory of funding sources for disaster readiness activities
- Increase the number of community partners that have the capacity to manage disaster events
- Increase in the number of community organizations whose personnel have the disaster readiness knowledge and skills necessary to motivate community members toward action
- Increase in the number of community organizations that have the infrastructure needed to support disaster readiness programs in their communities
- Increase in communication and collaboration among disaster readiness partners within and between communities in California
- Increase in partnerships with foundations/funding sources
- Increase in long-term support for disaster readiness programs/activities in California communities
- Establishment of the Goal 2 Work Group
- Quarterly meetings of the Goal 2 Work Group

Goal 3: To increase interagency coordination among public and private entities in California that serve vulnerable populations during a disaster event.⁹

Disaster readiness is a complex problem that often cannot be adequately addressed by a single agency. Effective preparation and response, especially for vulnerable populations, requires that agencies proactively develop methods for coordinating their efforts and define mutually acceptable strategies and roles for specific population segments.

The activities proposed to achieve this goal are (1) establishing Goal 3 Work Group, and (2) developing a Web-based resource database (Matrix 3).

Goal 3 Work Group

The Goal 3 Work Group should represent both public and private agencies involved in disaster readiness in California. The Goal 3 Work Group will be responsible for:

- Developing and expanding the disaster readiness agency network
- Improving interagency collaboration and coordination of disaster readiness activities for vulnerable populations
- Identifying opportunities for leveraging resources among agencies to expand programs and activities, especially for vulnerable populations
- Creating opportunities to share best practices/research of effective disaster readiness strategies and establish a state-wide dialogue about disaster readiness issues
- Exploring joint public-private partnerships
- Reducing duplication of efforts among the various agencies

Web-Based Resource Database

The Web-based resource database should be a free, online directory of the disaster readiness programs and activities conducted by relevant agencies. The purpose of this database is to provide current, comprehensive online information about the disaster services and resources available through various California agencies for vulnerable populations. The users will be (1) state, county, and local agency personnel involved in disaster readiness activities, (2) community-based organizations interested in funding and tie-ins to existing services, and (3) the general public. This database can also serve as a homepage for the ICC, with links to meeting minutes, progress reports, etc.

⁹ Vulnerable populations include the elderly, people with disabilities, individuals of low socioeconomic status, ethnic minorities/recent immigrants, and others.

Matrix 3. Activities, Timeframe and Partners for Objectives under Goal 3.

OBJECTIVE(S)	ACTIVITY	TIMEFRAME	PRIMARY PARTNERS	SUPPORT PARTNERS
3.1	Establish <u>Goal 3 Work Group</u>	2008: 2 months (including meeting(s) to develop mission, guidelines, activities, timeline)		
	Convene regular meetings of the <u>Goal 3 Work Group</u>	2008 – 2010		
	Conduct outreach activities to develop and expand the disaster readiness network of agencies	2008 – 2010		
	Write and disseminate meeting minutes, progress reports, and other documents to relevant agencies	2008 – 2010: Quarterly		
3.2	Develop and maintain a Web-based resource database	2008 – 2010		
	Promote Web-based resource database to relevant agencies	2008 – 2009		

Indicators of Success:

- Report on baseline assessment
- Establishment of the Goal 3 Work Group
- Quarterly meetings of the Goal 3 Work Group
- Increase in the number of agencies that are linked to other agencies that cater to vulnerable populations
- Increase in interagency collaboration and coordination of disaster readiness activities for vulnerable populations
- Events/opportunities to share best practices/research of effective disaster readiness strategies and establish a state-wide dialogue about disaster readiness issues
- Increase in the number of joint public-private partnerships with regard to disaster readiness and response for vulnerable populations

Implementing the *Plan*

While this *Plan* provides an important framework for improving disaster readiness and management in California, it must be translated into tangible action. To ensure implementation and coordination of this multi-level and multi-audience strategy, it is essential to have coordination among the stakeholders. It will be necessary to identify an Executive Council (EC) to oversee the coordination of *Plan* activities to ensure economies of scale, and avoid duplication of interventions.

Role of the Executive Council

The Executive Council (EC) (formerly known as the Steering Committee of the California Readiness Advisory Group) will serve as an advisory body for implementing the current *Plan*. The EC and Goal Work Groups will oversee the achievement of the goals and objectives of the *Plan*. In fulfillment of this role, the EC will (1) finalize an implementation plan, including identifying primary and support partners, setting timelines, and determining budgets, (2) coordinate the implementation of activities outlined in this *Plan*, and (3) assure coordination with existing state plans/strategies. The Executive Council should be comprised of representatives from key agencies and organizations, and include individuals with mass media and social mobilization expertise.

Specifically, the EC will:

- Establish partner communication guidelines
- Set and facilitate meeting agendas
- Coordinate meeting dates and locations
- Conduct meetings
- Circulate meeting minutes and other committee documents
- Share data as appropriate

Steps to Implementation

1. Establish Responsibilities

The first task of Executive Council should be to determine the primary and support partners for each of the activities specified in Matrices 1, 2, 3 (above), and 4 (below), including establishment of the Goal Work Groups. This task can be accomplished by convening a meeting of relevant disaster readiness stakeholders to (1) introduce the current *Plan*, (2) identify primary and support partners, and (3) prioritize the *Plan* objectives to be initially addressed.

2. Maintain Communication

Communication is an active process and a fundamental component for (1) facilitating the coordination of *Plan* activities, and (2) enabling the continuous assessment of progress in implementing the *Plan*. It is important that the EC maintain communication with each of the primary and support partners named in the final implementation plan.

The EC should meet regularly with the core team of partners via phone, video teleconference, or in-person, to (1) ensure consistent implementation of the strategy, and (2) identify gaps in program coordination in a timely manner so that corrections can be made along the way. Monitoring meeting briefs should be circulated to implementing members in a timely manner, and implementing members should share the meeting outcomes with their collaborators. These briefs can also be posted on the Web-based resource database.

The Executive Council should convene an annual meeting of partners to allow for an exchange of information about current activities, successes, and challenges. This exchange of information will help to link relevant individuals and organizations with resources, foster collaboration, and reduce duplication of activities.

3. Accountability

The California Volunteers will be responsible for writing an annual Progress Report of the *Plan* implementation activities, including suggested strategies for staying on course with the implementation plan and updates of partner actions. The report will be disseminated to involved partners, and, as appropriate, to policymakers, media professionals, and other interested parties.

Evaluating the *Plan*

This *Plan* is a living document, intended to be a relevant, timely, and user-friendly guide for developing disaster readiness programs for Californians. An evaluation of the *Plan* will help to answer such questions as:

- Are the goals and objectives realistic given the availability of resources for disaster readiness in California?
- Are the activities proposed in the *Plan* being implemented?
- Are the proposed collaborative efforts succeeding in unifying the disaster readiness community in California?

The goals for evaluating the *Plan* are:

1. To assess areas for mid-course corrections for the goals and objectives in the *Plan*.
2. To inform the development of the *California Community Readiness Plan for Disaster 2011-2015*.

The evaluation objectives are (see Matrix 4):

- 4.1 Determine the degree to which the goals, objectives, and activities in the *Plan* are being implemented, by December 2009.
- 4.2 Determine the degree to which the goals, objectives, and activities in the *Plan* were implemented, by 2010.
- 4.3 Compile the lessons learned about the uses of the *Plan*, by 2010.

Matrix 4. Activities, Timeframe and Partners for *Plan* Evaluation Objectives

OBJECTIVE(S)	ACTIVITY	TIMEFRAME	PRIMARY PARTNERS	SUPPORT PARTNERS
4.1	Conduct a mid-course evaluation of the uses and usefulness (i.e., implementation) of the <i>Plan</i> (e.g., the number of activities from the <i>Plan</i> that are being implemented)	2009: 3 months		
	Write and disseminate a mid-course Progress Report for the <i>Plan</i> for stakeholders.	2009: 1 month		
4.2 and 4.3	Conduct a final evaluation of the uses and usefulness (i.e., implementation) of the <i>Plan</i> (e.g., the number of activities from the <i>Plan</i> that were implemented)	2010: 3 months		
	Write and disseminate a final evaluation of the <i>Plan</i> , including lessons learned, for stakeholders	2010: 2 month		

Indicators of Success:

- A mid-course evaluation report indicating the degree to which the activities in the *Plan* are being implemented, by December 2009.
- A final evaluation report of the degree to which the activities in the *Plan* were implemented, by 2010.
- A Lessons-Learned Report about how the *Plan* was used by disaster readiness partners, by 2010.